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KICK STARTING A COLLABORATIVE, CONTINGENCY-SEEKING MINDSET
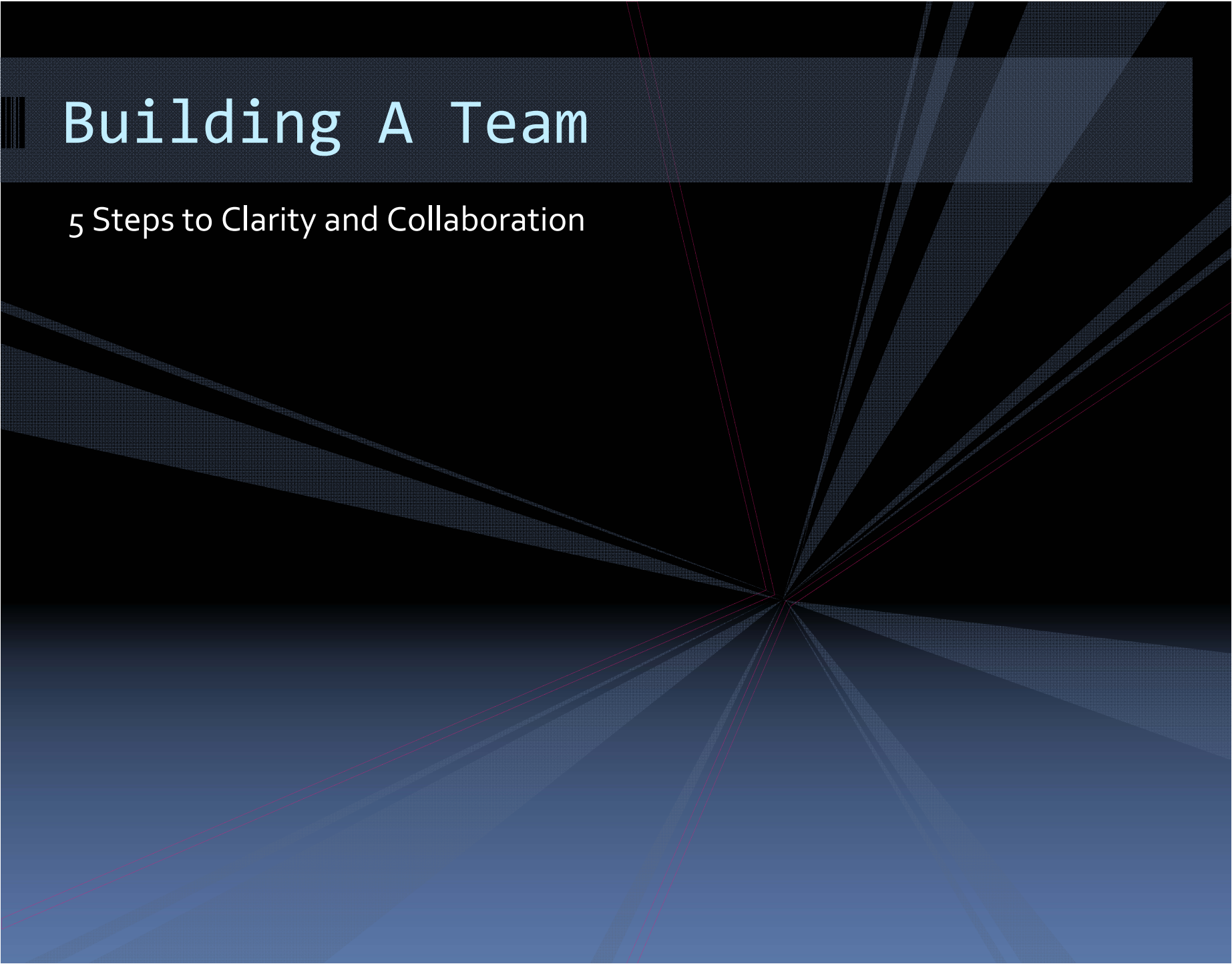
Objectives

- Use 5 steps to define team structure and build team interaction

- Practice devil's advocacy to develop contingency thinking and challenge project thinking

Building A Team

5 Steps to Clarity and Collaboration

Identifying "TEAM"

Functional Group	*Identification*	**Team**
Independence	*Interdependence*	**Interdependence**
High	*Power Differentiation*	**Low**
Social Distance	*Social Distance*	**Close**
Forcing/Accommodating/ Avoiding	*Conflict Management Tactics*	**Confronting/Collaborating**
Win-Lose	*Negotiation Process*	**Win-Win**

Team Talk p. 179 HBS Press '96

Build, Fix, Align a Team

Critical Success Factors

What makes your heart sing?

What interpersonal issues must be managed? How will we work together?

What are the goals?

What policies and procedures will we follow? How will we get work done?

What are the roles and responsibilities? How can we build on strengths?
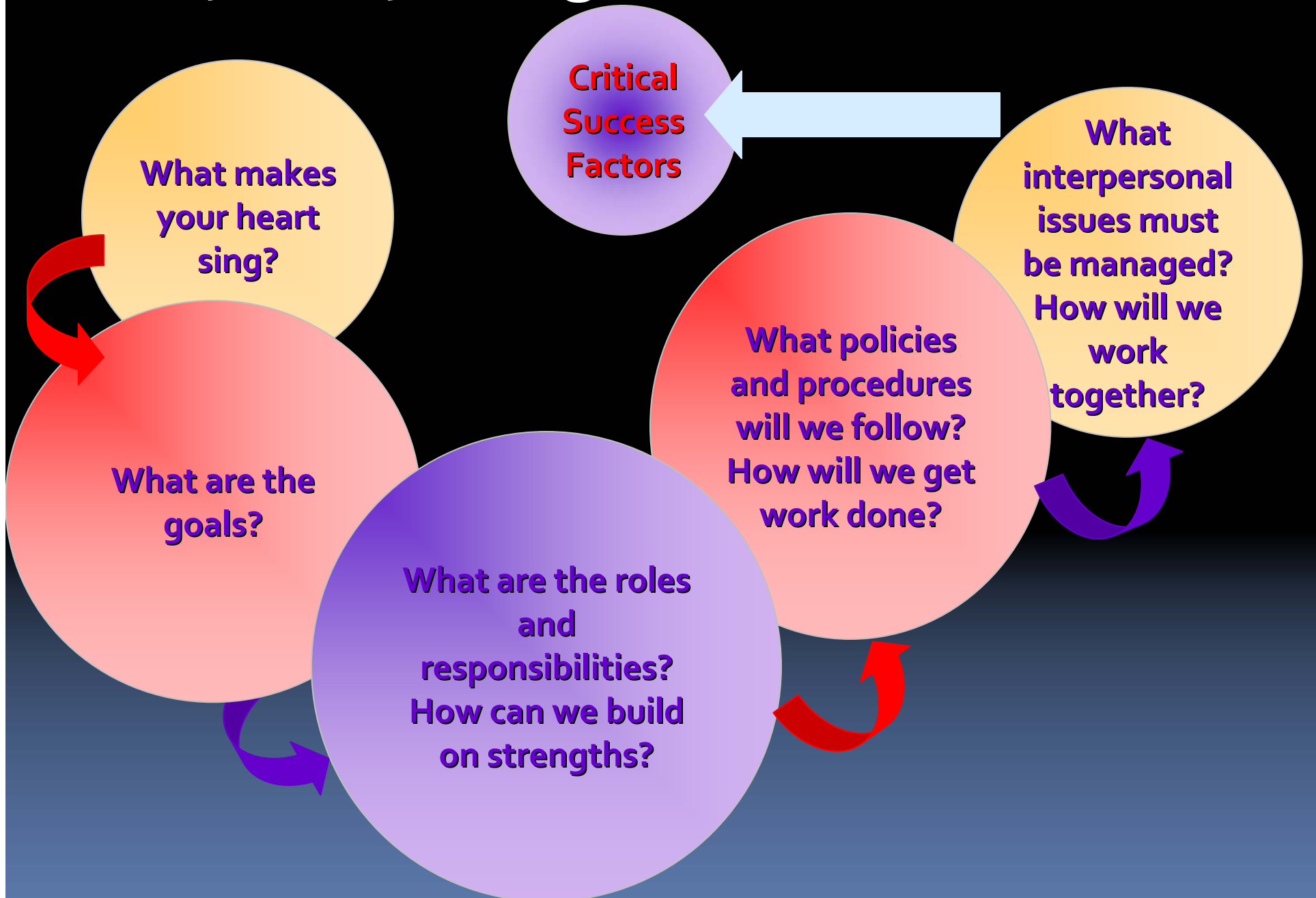
#1 Cause of Team Failure

". . . some other issues or focus above the team's performance objectives [interfere]. Something was being attended to that had assumed, at least at that time, a higher priority than the team's goal."

pgs. 33-34, Team Work, Carl. E. Larson and Frank M. J. La Fasto

Establish Metrics/Measures

- What are metrics/measures for team success?

- What are metrics/measures for project success?

- What are customer metrics/measures for team's effectiveness?

Clarify/Assign Roles/Responsibilities

- What needs to get done to achieve team functioning goals?

- What needs to get done to achieve project goals?

- What are the strengths of each team member?

Define/Develop Processes and Procedures

- What processes and procedures will team follow to maintain team's functioning?

- What processes and procedures will team use to achieve project goals?

Key Processes

- Accountability

- Decision-Making

- Problem Solving

- Managing Conflict

- Communication

Key Processes: Accountability
Clarity + Commitment/Ownership

- What is work?

- What are the measures of succes
  - Outcomes?
  - Quality?
  - Deliverables?
  - CSFs?

- Responsibilities/Relationships
  - I agree...; You agree...

Specific
Measurable
Agreed
Realistic
Timed

Key Processes: Decision-Making

- Directive

- Consultative/Leadership Decision

- Democratic

- Forced ranking/Weighted ranking

- Consensus

- Discussion/Expert Decision (Defer to Expert)

Key Processes: Problem Solving

- Analyze Presenting-Problem

- Define the Real Problem

- Create and Gather Ideas/Perspectives

- Develop Criteria for Successful Solution(s)

Key Processes: Managing Conflict

- Compromise

- Collaborate → **Share perspectives and assumptions**

    Integrate Perspectives

    Seek Both/And Solutions

- Avoid

- Compete

- Accommodate

Tips: Resolving Conflict

- Role play, taking other person's role

- Define assumptions & Compare
  "I assume you
            WANT
            THINK
            NEED ..."

- Define the issue, the real problem

- Analyze key terminology

- Identify three options you each can live with and seek common/negotiable ground

Key Processes: Communication

Stakeholders, including

- Intra-Team

- Inter-Team

- Inter-Organizational

- Extra-Organizational *(as required/appropriate)*

Frequency?

Medium/Media?

Responsibility of?

Quality assurance?

Key Processes: Communication
Integrate Informal Leaders ASAP

- WWWWWH
  - Need to know?; Want to know?; Nice to know?
  - Medium of choice per group/individual

- Usefulness
  - Timely?
  - Relevant?
  - Accurate?

- Responsibility of ? *(can change periodically)*

Address Interpersonal Dynamics

- Focus on strengths

- Provide support, training, sharing as needed

- Integrate new members using the 5 steps to avoid unintended competition for expert/process roles

If interpersonal issues are significant, team might need to be re-staffed

To Develop Or Fix Team

❖ **Identify the "heart string" reason why the team's missions/goals matter to team members.**

❖ **Define/Clarify and communicate strategically relevant business goal(s) and relevant measures.**

   ❖ Define outcomes and their relevance for team and each team member.

   ❖ Identify customer metrics/measures of success for the outcomes.

❖ **Define/Clarify the roles and responsibilities of each team member.**

   ❖ Identify skills and knowledge needed to produce outcomes.

   ❖ Define functional accountability for each team member.

   ❖ Identify content expertise of each team member.

   ❖ Identify process expertise of each team member.

❖ **Define/Develop processes and procedures for achieving goals**.

   ❖ Institutionalize key processes, especially confrontation and conflict management.

❖ **Develop/Foster productive interpersonal relationships that permit teamwork to occur.**

Contingency Thinking

Collaborate to Develop Contingencies

Develop Team's Contingency Thinking

- What can go wrong?

- What thinking should we do to ensure rapid response to unexpected events?

Activity: Contingency Thinking

Devil's Advocate

Identify possible barriers by brainstorming ways to destroy desired outcome

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